

## A MESSAGE TO DOTD SUPERVISORS

For all of us, July 1, 2005, represents a challenging change in our method of conducting Performance Planning and Review at DOTD. Supervisors will have a greater responsibility both at the end and beginning of each fiscal year coordinating the review session for the previous fiscal year and setting up new planning documents for their direct reports for the new fiscal year. Some supervisors with large numbers of employees will have to put much time into the process all at once. I fully recognize this challenge and want to thank you in advance for your commitment. I think that the time required will be more than offset by the new sense of direct involvement in the agency's business that first line supervisors and all employees will feel.

Many of you may ask "why now?" As I have indicated on many occasions we must take the initiative to focus on continuous improvement or there are those in government who will do it for us. Regardless of past notions, my contacts with the leadership and line workers in DOTD convince me that you have the ability and vision to achieve greater efficiency and effectiveness through improved processes.

As any supervisor at any level, you play a key role in how well we achieve our agency goals and how others perceive our progress as we proceed. Some of you will play larger roles in carrying out recommendations from the DOTD Process Improvement Study. However, the biggest role you can play is to make sure that your direct reports' performance expectations are measurable and aligned with our departmental goals.

The *PPR Training for Supervisors* course, approved by the Department of State Civil Service, is designed to start you on that path. This and other training will be needed to reach our goal: a revised version of *Writing Performance Expectations, Documenting for Performance and Discipline*, which many of you have already taken, and *Conducting Productive Employee Reviews*. Armed with the knowledge these classes provide, you will dramatically improve the degree of success this agency achieves.

Thank you for your continuing commitment to DOTD.

Johnny Bradberry, Secretary